

Operations
The Operations Process

Summary. This regulation details responsibilities and defines procedures for the United States Army Fires Center of Excellence and Fort Sill (USAFCoEFS) operations order process. This process converts internal and external directives into synchronized actions among USAFCoEFS organizations and sets the conditions for conducting successful operations.

Applicability. This regulation applies to all USAFCoEFS organizations and those requesting installation support. This process applies to the receipt, analysis, planning, execution and evaluation of operations stemming from both internal and external directives. External directives include, but not limited to, Training and Doctrine Command (TRADOC), Installation Management Command (IMCOM), Combined Arms Command (CAC), Army Capabilities Integration Center (ARCIC), Forces Command (FORSCOM), Headquarters, Department of the Army (HQDA), and other authorized commands or agencies.

Supplementation. Supplementation of this regulation and establishment of local forms are prohibited without prior approval from the FCoE G-3/5/7.

Suggested Improvements. The proponent agency for this regulation is the FCoE Director of Operations, G-3/5/7. The FCoE encourages users to send suggestions and comments to improve the process. User will use DA Form 2028, Recommended Changes to Publications and Blank Forms, to make suggestions.

Distribution. The Fort Sill Directorate of Human Resources distributes this regulation through its ASD Homepage at http://sill-www.army/dhr/admin_svcs_Div/index/html

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1. Purpose

To prescribe the USAFCoEFS operations process to include policies, responsibilities, and procedures that guide Fort Sill organizations in developing and synchronizing internal and external directives. This process generates military orders – Warning Order (WARNORD), Operations Order (OPORD), and Fragmentary Order (FRAGO), and Tasking Order (TASKORD) – and culminates with the successful conduct of installation missions, events, activities, and non-military, civilian-sponsored community relations projects.

2. References

See Appendix A.

3. Terminology

a. *Fires Center* refers to all Fort Sill organizations under the authority of the Senior Commander. This includes TRADOC, FORSCOM, IMCOM, MEDDAC, DENTAC, NEC, LRC, and other tenant organizations.

b. *Organization* refers to commands, directorates, and staff elements on Fort Sill.

c. The *Lead Organization* (LO) is the USAFCoEFS organization with primary responsibility for planning, synchronizing, resourcing, preparing, executing, and reviewing an operation, event, or activity.

d. *T-week* refers to the week of execution. T minus (T-) refers to the week(s) prior to an event. T plus (T+) refers to the week(s) after an event.

4. Objectives

a. To prescribe comprehensive guidelines for initiating, developing, staffing, submitting, editing, and publishing Fires Center operations orders.

b. To prescribe planning responsibilities and milestones.

c. To provide a common frame of reference and predictability for Fires Center organizations.

5. Policy

a. Organizations and units are responsible for continuous, detailed planning to execute their assigned missions, functions, and tasks within the timeline in this regulation. The orders process exists to coordinate and synchronize those actions to achieve the best effects and support across Fort Sill. It does not relieve organizations and units from their inherent responsibilities to coordinate their actions and keep their senior headquarters informed.

b. The G-3/5/7 is the Senior Commander's sole approving authority for orders requiring support from, between, and among Fires Center organizations with regard to tactical, garrison, and administrative operations. This authority applies to orders requiring Soldiers, equipment, and/or facilities.

c. The G-3/5/7 office will only accept draft operations orders from the organizations listed below:

(1) The Air Defense Artillery School Commandant

(2) The Field Artillery School Commandant

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(3) 30th Air Defense Artillery, 428th Field Artillery, and 434th Field Artillery Brigades

(4) 31st Air Defense Artillery and 75th Field Artillery Brigades

(5) US Army Garrison – Fort Sill; Plans and Integration Office and Directorate of Plans, Training, Mobilization, and Security (DPTMS)

(6) Directorate of Training Development and Doctrine (DOTD) and the Capabilities Development and Integration Directorate (CDID)

(7) The Noncommissioned Officer Academy (NCOA)

(8) The US Marine Corps Detachment and Sister Service Liaisons

(9) Tenant Organizations (LRC, NEC, RACH, DENTAC)

(10) FCoE Staff Elements

d. An operation obtains an “official” status after publication of the WARNORD, and the G33 assigns an order number to the operation. The FCoE tracks all orders by order number.

e. Organizations responsible for developing operations orders will use the Hasty or Deliberate Military Decision Making Process (MDMP) IAW ADRP 5-0.

f. The G-3/5/7 will establish and maintain a Fires Center calendar. It will establish battle rhythm events to synchronize long and short range operations to include resources. Fires Center organizations will proactively assist the G-3/5/7 with updating the calendar.

g. New requirements generated inside the 13-week window require the lead organization to prepare an exception to policy (ETP) memorandum and submit it to the G-3/5/7. Appendix I is an example ETP. The G-3/5/7 approves ETPs on behalf of the CG for new requirements in the 13-7 week window. The Chief of Staff approves ETPs on behalf of the CG for new requirements inside the 6-week window.

h. The G33 determines if orders are published via an OPORD or a TASKORD. In general, an OPORD is appropriate for events where a central node of command and control is necessary to orchestrate the contributions of two or more organizations. A TASKORD is appropriate for directing requirements that do not require – or require minimal – command and control.

i. Fires Center organizations will lock-in training six (6) weeks prior to the event.

6. Standards

a. Timeline. The standard for publishing a WARNORD is NLT 20 weeks prior to execution of the event (T-20); the standard for publishing the OPOrd is NLT 13 weeks prior to the event (T-13). Lead time for publishing the WARNORD may vary based upon the magnitude of the planning effort (e.g., the Fires Conference often requires significantly more lead time). The 13-week publication standard for OPOrd enables organizations to lock-in training 6 weeks prior to an event (T-6).

b. Format. IAW FM 6-0. Templates provided at Appendices E, F and G.

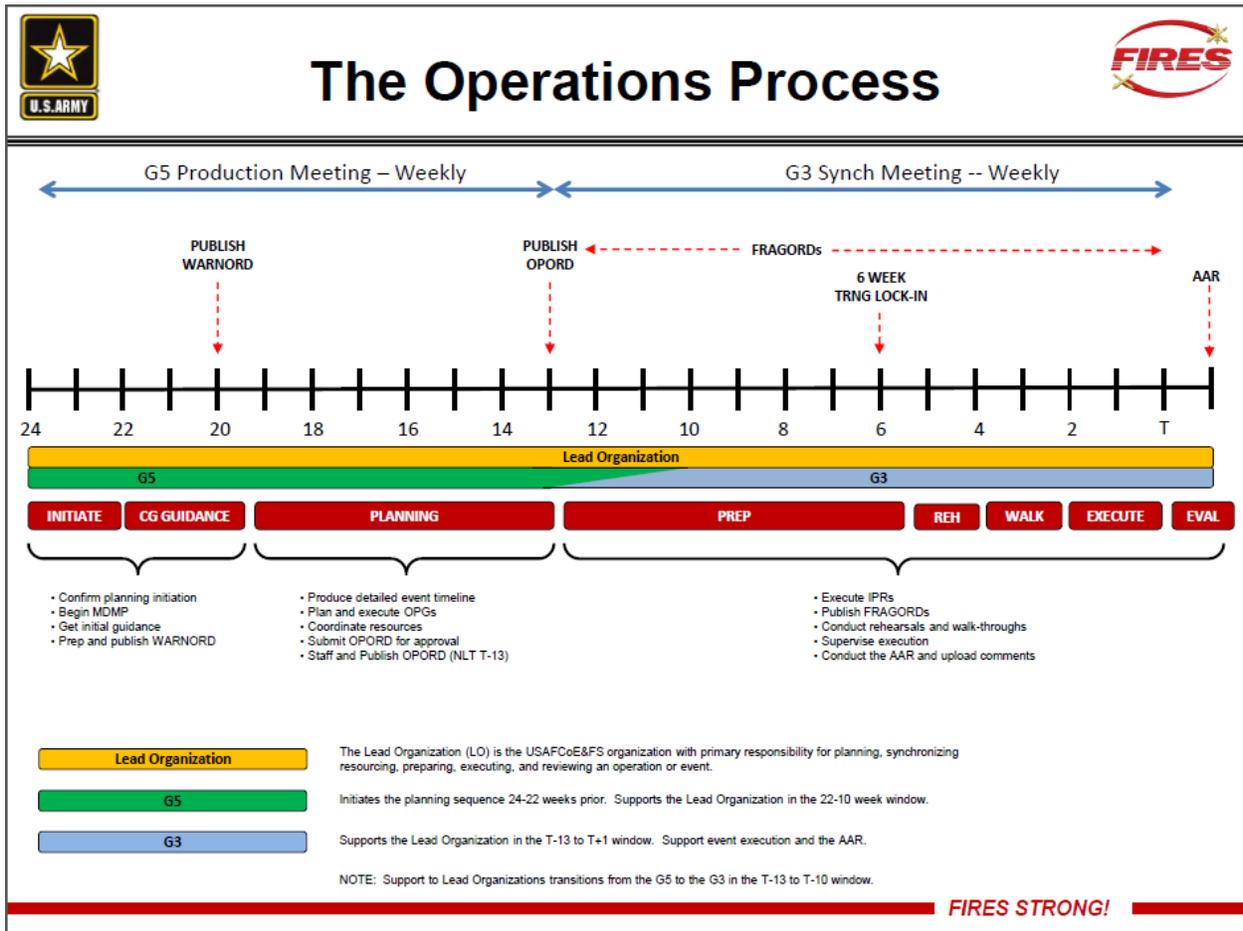


Figure 1. The Operations Process Timeline

7. Timelines

- a. Long-Range > 24 weeks
- b. Mid-Range 24-13 weeks
- c. Short Range < 13 weeks

8. Oversight

a. Oversight of the Operations Process occurs in the following venues:

> 24 weeks	Long Range Coordination Working Group (quarterly)
24-13 weeks	G5 Production Meeting (weekly)
13-0 weeks	G33 Synch Meeting (weekly)

b. Products used to manage the Operations Process include the Long-Range Calendar, the Master Events Matrix, the Non-Recurring Events Matrix, and the G33 Synch Meeting slidedeck.

9. Operations and Long-Range Planning

a. Long-range planning focuses on populating the long-range calendar, updating its accuracy, initiating events 24 weeks or more in advance, shaping the concept of the operation, and aligning resources. The G5 is the staff proponent for long-range planning.

b. The G5 maintains a rolling 15-month long-range planning calendar to trigger planning requirements. The G5 executes a quarterly Long-Range Coordination Working Group (LRCWG) with Fires Center organizations to ensure the long-range calendar is accurate. Between the quarterly LRCWG meetings, the G5 executes a weekly production meeting ICW DPTMS and other organizations to refine the long-range calendar.

c. The G5, ICW DPTMS, hosts a quarterly LRCWG; it is the primary venue through which the Fires Center deconflicts and resources activities on Fort Sill. TRADOC and FORSCOM Brigades, directorates, and staff provide input to the G5 (the event, date(s), location, resources, General Officer (GO/SES) involvement, special range and training resource requirements) to the long-range calendar prior to the meeting. During the meeting, attendees highlight special events, potential issues, and articulate major resource requirements.

d. The G5 briefs upcoming events in the 24-13 week window at the weekly G33 Synch Meeting, and provides advance notice of topics going to the CG Plans Update. Fires Center organizations provide event updates during these synch meetings to maintain an accurate long-range calendar.

e. The G5 uses the bi-weekly G5 Plans Update to brief select events to the CG. Its purpose is to frame the concept of the operation and receive commander's guidance. The G5 may also use the Plans Update to provide the CG with final confirmation briefs for key events. G5 may invite the LO to attend the Plans Update in order to receive guidance directly.

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f. During the 4th quarter of the fiscal year (FY), the G5 publishes the Annual Training Guidance that includes the annual recurring events. The G5 also populates the next FY Master Events and Non-Recurring Events Matrices with dates from the long-range calendar.

10. Operations and Mid-Range Planning

a. Mid-range planning focuses on developing, coordinating, synchronizing, and resourcing the plan. The LO works closely with the G5 to gather information, receive guidance, develop the plan and its timeline, and coordinate resources. The endstate of mid-range planning is the publication of the OPORD NLT T-13.

b. The LO directs event planning and may leverage support from the G5. For complex events, the G5 establishes Operational Planning Groups (OPG) or Operational Planning Teams (OPT). The OPG is an integration body consisting of representatives from stakeholder organizations who help coordinate the plan; the LO leads the OPG.

c. Organizations update mid-range events by sending emails or their updated long-range calendar to the G5.

11. Operations and Short-Range Planning

a. The LO has primary responsibility for all actions in the short-range planning window; G33 assists. Short-range planning focuses on preparing for an event. Preparation includes synchronizing details of an event, conducting in-progress reviews, assembling resources, setup, rehearsals, and walkthroughs.

b. The G33 coordinates short-range activities through the weekly G33 Synch Meeting (Appendix H). Unit S3s, directorate operations personnel, DPTMS, and other relevant organizations attend the G33 Synch Meeting to brief and coordinate details of short-range events. The G5 participates in the G33 Synch Meeting to receive input from unit S3s and directorate operations personnel regarding long-range events.

c. The LO leads the execution of the event; G33 assists. In complex operations, the LO orchestrates the contributions and roles of the supporting organizations. Where appropriate, the LO will establish a physical command and control node at the event site to direct and control activities.

d. After the event, the LO hosts an After Action Review (AAR) to capture lessons learned. The LO documents these lessons learned and provides them to the G33 within 10 working days after the event. The G33 uploads the AAR comments to Sharepoint or a shared drive for future use.

12. Procedures (recurring events)

a. Long Range (> 24 Weeks)

(1) The G5 is responsible for soliciting input from organizations to gain awareness of operations and events greater than 24 weeks out. To achieve this situational awareness, the G5 hosts a quarterly Long Range Coordination Working Group (LRCWG).

(2) The LRCWG is a USAFCoEFS quarterly battle rhythm event that identifies and synchronizes (links resources to training) events and activities on a rolling 15-month calendar. See Appendix G. The LRCWG has five objectives:

(a) ensure the long-range calendar reflects the most accurate data.

(b) collect major activities (DV visits, deployments, SATBs, St. Barbara's Day ball, etc.) from organizations to populate training calendars.

(c) inform all stakeholders of recurring events and forecasted training resource requirements that may impact unit training and operations.

(d) align range densities and training support resources with events and activities.

(e) resolve training resource conflicts through prioritization of training support.

(3) The G5 uses the long range calendar and the Master Events Matrix to maintain awareness of routine events and one-time operations.

b. Mid-Range (24-13 Weeks) – The FCoE divides mid-range planning into two phases. Phase I, 24-20 weeks prior to the event, centers on actions performed by the staff and LO to establish a foundation for planning. Phase II, 19-13 weeks prior, includes the planning and coordination between the LO and the stakeholder organizations.

c. Mid-Range (Phase I: 24-20 Weeks)

(1) The G5 analyzes the long-range calendar and Master Events Matrix on a weekly cycle. G5 identifies events entering the 24-week window and confirms the LO initiates planning. The LO assigns an Action Officer (AO) and informs the G5, who maintains the AO information on the Master Events Matrix. The G5 may use a TASKORD to direct planning for non-recurring events.

(2) The LO conducts mission analysis, while the G5 simultaneously uses the bi-weekly CG Plans Update – as required – to obtain the CG's intent and guidance that

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frame the event. The G5 may invite the LO to attend the G5 Plans Update to receive guidance; for select events the LO may conduct the briefing. The LO, with the support of G5, leverages its mission analysis and CG guidance to develop a concept of operation.

(3) For complex operations (e.g., number of organizations involved, level of detail required, and scope), the G5 and the LO make a subjective determination whether the complexity of an operation requires an OPG to coordinate disparate efforts. If an OPG is required, the G5 and LO identify the organizations to participate, and identify the date, time, and location of the first OPG.

(4) The LO, ICW the G5, writes the WARNORD to stakeholder organizations (see Appendix E). Key elements of the WARNORD include lead and assist organizations; OPG dates, times, and locations; CG guidance; initial timeline; and OPORD suspense.

(5) Primary objectives for events in the 24-20 week window are:

- (a) Confirm the Lead Organization initiates planning.
- (b) Conduct mission analysis.
- (c) Receive guidance from the CG, as required.
- (d) Plan OPGs.
- (e) Publish the WARNORD NLT week 20.

d. Mid-Range (Phase II: 20-13 Weeks)

(1) Upon publication of the WARNORD, the LO leads the planning process. The LO convenes OPGs during this period to begin developing, coordinating, resourcing, and synchronizing the plan. The OPG coordinates multiple efforts, identifies challenges, and defines resource requirements.

(2) The LO uses CG guidance and the concept of operation to begin writing the OPORD (see Appendix F). The LO captures planning and resourcing details from the OPGs and refines the OPORD as details emerge.

(3) NLT T-15, the LO:

(a) submits the draft OPORD to the organization's internal operations cell for review.

(b) makes edits in format, grammar, spelling, and content gaps. The OPORD must include DTGs and locations for IPRs, pre-briefs, walkthroughs, and rehearsals as required.

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(c) coordinates with the executive assistants to get IPRs, pre-briefs, rehearsals, and walkthroughs on key leader calendars.

(4) NLT T-14 the LO submits the corrected OPORD to the G5 for review. The G5 electronically staffs the draft OPORD with FCoE organizations. Based upon feedback from staffing, the G5 will make minor corrections to the draft OPORD; the G5 will return the draft OPORD to the LO for significant content changes.

(5) NLT T-13 the G5 submits the final draft to the G-3/5/7, or his designated representative, for approval. Once approved, the G33 publishes the OPORD.

(6) Primary Objectives for events in the 20-13 week window are:

(a) Develop a planning timeline

(b) Conduct OPGs

(c) Submit the draft OPORD to the LO's internal unit for review NLT T-15

(d) Staff the draft OPORD with FCoE organizations NLT T-14

(e) Submit the final draft OPORD to G3/5/7 for approval NLT T-13

(f) Publish the approved OPORD to units NLT T-13

(g) Upload the OPORD to Sharepoint

(7) Hand-off (G5 to G33) When the OPORD is published NLT T-13, planning support to the LO transitions from the G5 and G33. From T-13 to T-10 the G5 transitions staff support responsibility to the G33 phases. The G33 action officer is the continuity during the handover and maintains liaison with the LO for preparation, execution, and evaluation. The LO retains lead for planning and coordination, and the G33 provides guidance and assistance.

e. Short Range (< 13 Weeks)

(1) The LO leads the preparation, execution, and evaluation phases of an event or operation inside the 13-week window; the G33 provides support. The LO and G33 resolve reclaims (requests for relief), coordinate resources, and synchronize event details. The LO schedules and executes IPRs as required. The LO makes final coordination and drafts FRAGORDs as needed, then submits them to G33 for review and publication.

(2) The LO conducts rehearsals, pre-briefs, and walkthroughs as required. The LO coordinates date/time group (DTG), location, and key leader availability for rehearsals, pre-briefs and walkthroughs.

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(3) The LO, with support from the G33, supervises the event execution.

(4) NLT 10 working days (T+2) after the event, the LO hosts an After Action Review (AAR). The LO prepares AAR comments and provides them to the G33. The G33 uploads AAR comments to a Sharepoint or shared folder for that operation.

(5) Primary Objectives for events inside the 13-week to execution window are:

(a) Conduct IPRs.

(b) Publish FRAGORDs as required.

(c) Prepare the event (refine the plan, make final coordination for required resources, and setup).

(d) Conduct rehearsals and walkthroughs, as required.

(e) Execute the event and conduct recovery.

(f) Conduct an AAR, document comments, and submit them to G33.

13. Hasty Operations Order Drill (events < 13 weeks). The Fires Center uses the term Out-of-Cycle in reference to orders directing events or actions inside the 13-week window. The process for out-of-cycle events begins with the G33; the G5 may be required to add select out-of-cycle events to the CG Plans Update to receive initial guidance. The G33 initiates the event with the lead organization, then assists that organization with planning, preparation, and execution. See Appendix C (Hasty Orders Procedures). LOs will prepare an ETP (see Appendix I) and submit it to the G-3/5/7. The approval authorities for events inside the 13-week window are:

a. 13-7 Weeks (G-3/5/7)

b. 6-0 Weeks (CoS)

14. Responsibilities

a. G-3/5/7

(1) Staff proponent overall responsible for the operations process.

(2) Review, approve, and publish orders on behalf of the Commanding General.

(3) Synchronize Fort Sill operations.

(4) Resolve Director-level operational or resourcing issues.

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b. Lead Organization (LO)

(1) Coordinate with G5 to conduct initial MDMP, define what is needed in CG guidance, and shape the concept of the operations. ICW the G5, determine if an OPG is necessary and if so, which organizations the OPG should include.

(2) Chair OPGs and IPRs. Develop the OPG/IPR agenda and provide it to participants NLT 24 hrs prior.

(3) Develop the operations order with support from the G5. Submit the draft OPORD to the organization's operations cell for review NLT T-15. Submit the final OPORD to G5 NLT T-14 for approval.

(4) Develop FRAGORDs.

(5) Schedule and lead pre-briefs, rehearsals, and walkthroughs with key leaders as required. Coordinate these events with executive assistants. Provide read-aheads to key leaders NLT 96 hrs prior.

(6) Coordinate and supervise event preparation and execution.

(7) Schedule and host an AAR NLT 10 days after the event (T+2). Provide AAR comments to the G33 NLT T+2.

c. G1/G4

(1) As required, integrate personnel and logistics support into operations, activities, and events.

(2) Be prepared to provide a personnel and/or logistics annex.

d. G33

(1) Serve as the G3/5/7 primary POC for all events from publication of the OPORD (o/a T-13) thru the AAR. Support the LO during this period.

(2) Assign an Action Officer or NCO to support the LO with developing, coordinating, synchronizing, and resourcing the operation or event at T-20. Action officers support the G5 with planning and are the continuity from T-13 to T-10 during the transition from G5 to G33. They support the LO from T-13 through the AAR.

(3) Assign operations orders numbers.

(4) Determine mission command requirements inside the 13-week window.

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(5) Validate organizational requests for personnel and equipment. Verify qualifications of Soldiers nominated by tasked organizations to fill tasking requirements.

(6) Deconflict resourcing requirements based on availability of requested assets.

(7) Assist the LO with pre-briefs, rehearsals, walkthroughs, and execution. Serve as chief executive agent on behalf of the CG for execution oversight.

(8) Publish out-of-cycle (inside the 13-week window) OPOORDs and FRAGORDs.

(9) Participate in the AAR.

(10) Oversee maintenance of the operations archives in SharePoint or shared drive (OPOORDs, FRAGORDs and AAR comments).

(11) Plan and execute the weekly G33 Synch Meeting.

(12) Coordinate with DPTMS to integrate force protection analysis and support into operations, activities, and events.

(13) Provide foreign disclosure authority and support to operations, activities, and events. Provide a foreign disclosure annex for select operations and exercises.

(14) Coordinate higher headquarters approval for foreign visitors.

e. G5

(1) Maintain the USAFCoE&FS Long-Range Calendar, Master Events Matrix, and known non-recurring events.

(2) Plan and execute the Long-Range Coordination Working Group (LRCWG) on a quarterly basis. Ensure recurring events have an LO. Assign an LO to lead non-recurring operations, events, and/or exercises outside the 13-week window.

(3) Chair the G5 Production Meeting. Analyze the long-range calendar and Master Events Matrix. Identify upcoming events 24 weeks from execution.

(4) Confirms the Lead Organization initiates planning 24-22 weeks prior to the event.

(5) Support the LO in conducting initial MDMP, receive CG intent, shape the concept of the operation, and coordinate members, dates, and locations of OPGs, as required.

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(6) Support the LO in determining if an OPG is required, and if so, which organizations should participate. Schedule the initial OPG (date, time, location), but the LO leads the OPG.

(7) Support the LO in developing WARNORDs IAW Appendix E NLT T-20. Publish the WARNORD.

(8) Validate organizational requests for personnel and equipment outside the 13 week planning window.

(9) Deconflict resourcing requirements based on availability of requested assets outside the 13-week planning window.

(10) Participate in G33 Synch Meetings.

(11) Maintain current and historical files on the G5 SharePoint site at: <https://fcoe.tradoc.army.mil/G5/SitePages/Home.aspx>

f. G6

(1) As required, integrate Information Technology and Knowledge Management (IT/KM) support into operations, activities, and events.

(2) Be prepared to provide an IT/KM annex for select operations.

(3) Coordinate network implications and requirements with NEC.

g. G8

(1) As required, integrate resource management into the planning and execution of operations, activities, and events.

(2) Be prepared to provide a resource management annex for select operations.

h. STRATCOM

(1) Integrate strategic messaging and themes into operations, activities, and events.

(2) Assist organizations with developing strategic messages that are consistent with CG message themes.

(3) Be prepared to provide the G5 and G33 a messaging and engagement annex for select operations.

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i. US Army Garrison – Fort Sill

- (1) Overall responsible for integrating all Garrison subordinate organizations.
- (2) Coordinate with G33 to integrate force protection analysis and support into operations, activities, and events.
- (3) Provide a force protection annex for select operations.
- (4) Provide a senior representative from DPTMS and PAIO to participate in the quarterly Long-Range Coordination Working Group.
- (5) Provide a senior representative from DPTMS and PAIO to participate in the weekly G5 Production Meeting.
- (6) Provide a senior representative from DPTMS and PAIO to participate in the weekly G33 Synch Meeting.
- (7) Prepare concept briefs for garrison/community topics in the 24-20 week window to receive CG initial guidance.

j. Logistics Readiness Center (LRC)

- (1) Integrate logistics in Fort Sill operations.
- (2) Participate in operations planning. Analyze logistics considerations and issues and provide staff advice.
- (3) Assist G4 with preparing the logistics annex to select operations.

k. All Organizations.

- (1) Participate in the quarterly Long-Range Coordination Working Group. Participants must have knowledge of upcoming training operations, exercises, or events and be able to speak on behalf of the commander. Provide the following data:
 - (a) The name of the operation, exercise, or event.
 - (b) Start and end dates.
 - (c) Major support requirements (e.g. ranges, training areas, simulation assets) or external (non Fort Sill) units participating.
 - (d) Personnel and equipment requirements that may require support from other organizations.

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- (2) Support the G5 and G33 in identifying events that may compete or conflict.
- (3) Participate in the weekly G33 Synch Meeting. Be prepared to address:
 - (a) New operations, exercises, or events.
 - (b) Potential conflicts with recurring or already scheduled events.
 - (c) Decision points and mission critical items essential for success.
 - (d) Planning issues with operations currently on the calendar.
 - (e) Resource requirements.
- (4) Provide personnel and equipment as directed by orders. If a unit cannot support the tasking, the Bde S3 will submit a reclama to the G33.
- (5) Participate in and contribute to OPGs/OPTs/IPRs and AARs.
- (6) Direct requests for foreign visitors through the G33 to initiate coordination and gain approval.

15. Conclusion

The Operations Process is the methodology through which the USAFCoEFS provides directives and authoritative guidance for planning and executing operations, events, and activities. Synchronization and disciplined planning enables the effective execution of operations.

**Appendix A
References**

**Section I
Required Publications**

ARs, DA pamphlets, and DA forms available at <http://www.apd.army.mil/>.
TRADOC pubs and forms available at <http://www.tradoc.army.mil/publications.htm>.

ADP & ADRP 5-0

The Operations Process, May 2012.

FM 6-0

Commander and Staff Organization and Operations, May 2014.

TRADOC Regulation 500-2

Tasking and Individual Augmentation Management for TRADOC staff, Subordinate Elements, Centers, Schools, and Commands, 28 December 2006.

TRADOC Regulation 614-11

Tasking Individual Support Procedures for Active Component (AC) Installations and Activities.

USAFCoEFS Regulation 350-7, Taskings

TBP

**Section II
Related Publications**

FORSCOM Regulation 135-7

Guide for the Analysis of Training Performance.

FORSCOM Regulation 350-12

Procedures for Tasking and Support from Active Component Installations and Units.

FORSCOM Regulation 220-3

Reserve Component Training Assessment.

Appendix B Glossary

Action Officer (AO) – the individual within the Lead Organization who bears primary responsibility for an event. Action officers may also be persons of primary responsibility in supporting organizations.

After Action Review (AAR) – a structured reflection of an operation, event, or activity to identify actions to sustain or improve. All members of the OPG attend the AAR.

Master Events Matrix (MEM) – a list of USAFCoEFS operations and events that occur on a periodic or annual basis and require production of an order (either TASKORD or OPORD). The MEM does not include battle rhythm events.

Distinguished Visitor (DV) – a person of significant status (e.g. general officer, senior executive service, politicians, senior business executives, civilian aides to the Secretary of the Army).

Exception to Policy (ETP) – a request to the appropriate decision making authority that explicitly seeks a reprieve from established policy.

G5 – A staff division within the G-3/5/7 responsible for long- to mid-range operations (events outside 13 weeks).

G33 – The staff division within the G-3/5/7 responsible for Current Operations (events inside 13 weeks).

Hasty Operations Order Process – Used for requirements that arise inside the 13 week window. G33 is the staff organization that assists the LO. Hasty Procedures allow G5 to keep their focus on long and mid-range planning horizons respectively.

In-Cycle Event – events from the Master Events Matrix or a one-time event, known or directed, with sufficient time to publish an OPORD 13 weeks in advance. Most recurring events are in-cycle.

In-Progress Review (IPR) – an IPR updates the execution of the Operations Order; it synchronizes the details of the OPORD. It is an assembling of representatives from multiple organizations/functions to gain a comprehensive understanding of preparations and status. An IPR may also comprise an update to a key leader.

Lead Organization (LO) – the USAFCoEFS organization with primary responsibility for planning, synchronizing, resourcing, preparing, executing, and reviewing an operation, event, or activity. The LO conducts mission analysis, runs OPGs, writes the OPORD,

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schedules, and conducts pre-briefs, IPRs, rehearsals, and walkthroughs. The G5 and G33 support the LO through the operations process.

Long-Range Calendar (LRC) – a USAFCoEFS calendar that schedules operations, events, and activities one year in advance.

Long-Range Coordination Working Group (LRCWG) – a quarterly Fires Center battle-rhythm event, hosted by G5, that populates the long-range calendar, deconflicts major events, determines which events require an OPG, and captures the major resources required.

Non-Recurring Event – a one-time, or non-routine, operation, event, or activity.

Operational Planning Group (OPG) or Operational Planning Team (OPT) – a working group that assists with the development of the operations order. It is an action officer meeting with affected organizations to help the LO plan, coordinate, synchronize, and resource an operation.

Out-of-Cycle Event – an operation, event, or activity directed less than 13 weeks prior to execution. Planning requires a Hasty Planning Process (see Appendix C).

Recurring Event – an operation, event, or activity that occurs on a predictable periodic basis.

**Appendix C
Hasty Procedures (events < 13 weeks)**

Hasty operations procedures apply to new requirements directed inside 13 weeks. The G33 is the staff support agency.

a. Events inside the 13-week window require the Lead Organization (LO) to prepare and submit an Exception to Policy (ETP) – example at Appendix I – for G-3/5/7 approval in the 13-7 week prior window.

b. Events inside the 6-week window are further constrained by the training lock-in cut-off. The LO will prepare and submit an Exception to Policy (ETP) – example at Appendix I – for Chief of Staff approval.

c. When the LO learns of the requirement first, the operations personnel conduct an initial mission analysis then contact the G33 to provide the five W's (Who, What, Where, When, Why).

d. When the G33 learns of the requirement first, they conduct an initial mission analysis to identify key tasks and determine the lead organization. The G33 contacts the LO to provide a verbal WARNORD; the LO provides the action officer name and contact information.

e. The LO and G33 assess the event to determine if CG guidance is necessary, and if an OPORD or a TASKORD is the best method to initiate action. If CG guidance is required, the LO can get that guidance through the G5 Plans Update, STRATCOM daily stand-up, or a staff summary sheet.

f. The LO and G33 establish a timeline and schedule an OPG, if required. The LO notifies supporting organizations of the OPG date/time/location and provides an agenda and timeline.

g. The LO prepares a WARNORD for affected units; the G33 reviews the WARNORD and publishes it.

h. The LO prepares an OPORD with input from the OPGs, as required. The LO submits the final draft OPORD to the G33.

i. The G33 reviews the order and submits it to the G-3/5/7 for approval.

j. The G33 publishes the OPORD.

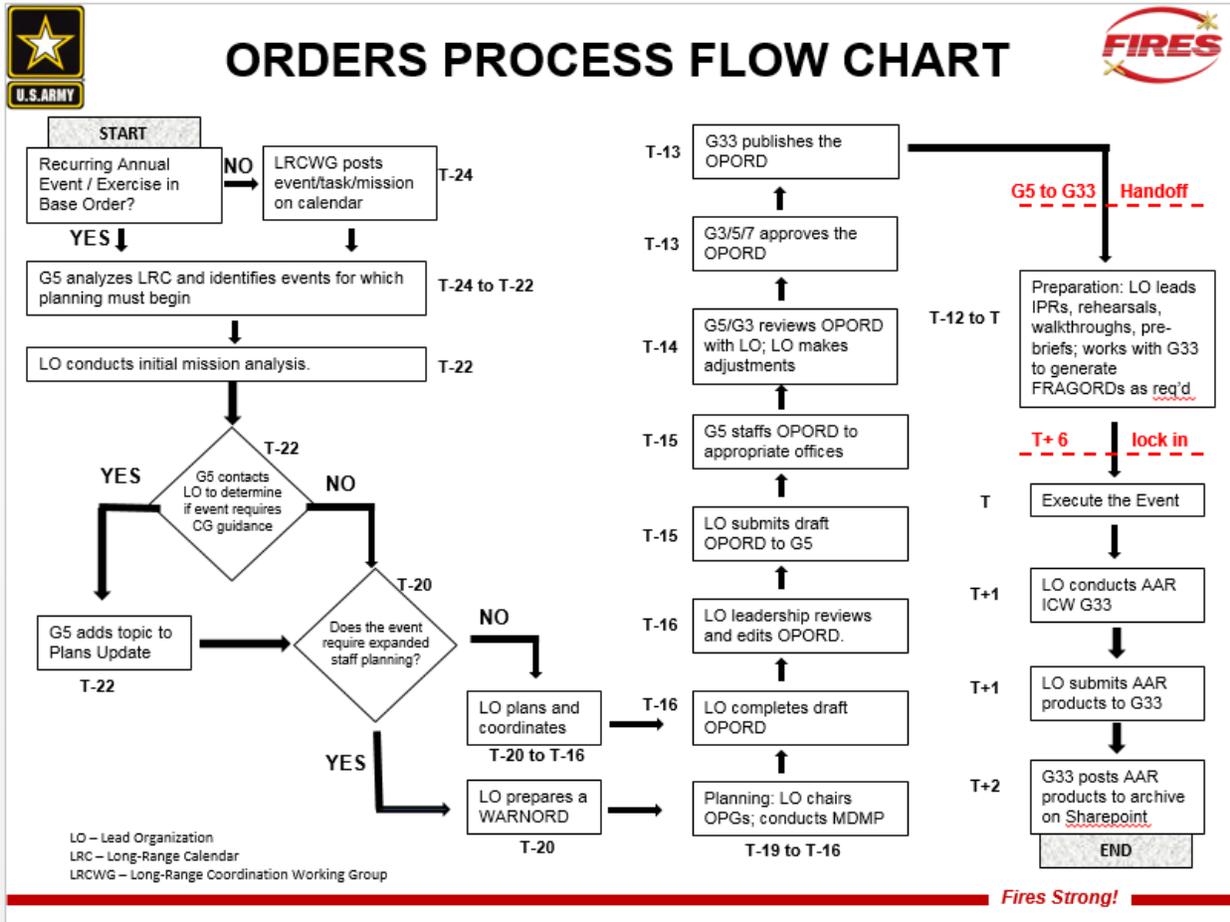
k. The LO may plan and execute IPRs to prepare and synchronize the event with stakeholder organizations.

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l. The LO supervises event execution.

m. The LO plans and executes an AAR. The LO provides AAR comments to the G33, who uploads them to SharePoint or a shared drive.

Appendix D
Orders Process Flow Chart



**Appendix E
WARNORD Format**

UNCLASSIFIED

COPY ___ OF ___ COPIES
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FORT SILL, OK
DDHHHHMMYY

WARNING ORDER FY-XXX (Title)

References: List only major references as needed

Time Zone Used Throughout the Order: ROMEO (CST)

1. **Situation.** Describe the context of the event. Briefly explain the situation surrounding why this event occurs.
2. **Mission.** Concise statement of Who, What, Where, When, and Why.
3. **Execution.**
 - a. **Commander's Intent.** Clear and concise expression of the purpose, key tasks, and desired endstate to guide disciplined initiative.
 - b. **Concept of Operations.** A broad lay-out of how the operation will be executed.
 - c. **Tasks to Subordinate Units / Staff Directorates.** Only broad tasks or areas of responsibility are appropriate for the WARNORD.
 - (1) Lead Organization.
 - (2) FCoE Coordinating & Special Staff, and HQ Det
 - (3) FCoE Directorates (DOTD, CDID)
 - (4) Commandant Offices
 - (5) Brigades (TRADOC, FORSCOM, RACH, DENTAC, NCOA)

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(6) Garrison and Garrison Directorates

(7) Enterprise Partners (LRC, NEC, MICC, FMX)

(8) Other Units

d. Coordinating Instructions. Tasks that apply to more than one unit/staff directorate.

(1) Planning Timeline. List confirmed or tentative dates of each OPG. The scheduling of OPGs should fit the OPORD publication time line listed in Appendix D and Figure 1 on page 5. The LO may list specific requirements (e.g. products) the OPG must bring with them.

Event	DTG	Location
OPG #1	261000JULXX	RCR
OPG #2	171000AUGXX	RCR
OPG #3	111000SEPXX	CCR

(2) Other coordinating instructions.

4. Sustainment. As required.

5. Command and Signal.

a. Lead Organization:

b. Event POC is [Name] at 442-XXXX or email_address.

ACKNOWLEDGE:

CG LAST NAME
MG

OFFICIAL:
G-3/5/7 LAST NAME
G-3/5/7

**Appendix F
OPORD Format**

UNCLASSIFIED

COPY ___ OF ___ COPIES
USAFCOEFS
FORT SILL, OK
DDHHHMMMMYY

OPORD YY-XXX (Title- upper lower case) Font in use: Arial 12

References: List the relevant and current references.

Time Zone Used Throughout the Order: ROMEO (CST)

1. Situation. Describe the context of the event. Briefly explain the situation surrounding why this event occurs.

2. Mission. (Who, What, Where, When, Why (5Ws). Mission statement contains no subparagraphs. Be clear, concise, specific, and directive. Active voice. Should be a single sentence.

3. Execution.

a. Commander's Intent. Clear and concise expression of the purpose, key tasks, and desired endstate to guide disciplined initiative. Includes planning guidance and includes when, where, and how the enablers are employed to meet the higher commander's intent. It consists of broad actions to transform current conditions.

b. Concept of Operation: A broad description of how the operation will be executed.

c. Tasks to Subordinate Units/Staff Directorates. State tasks unique to one organization; list the lead organization first.

(1) Lead Organization.

(a) Overall responsible for the planning, coordination, preparation, execution, and after action review for this operation.

(b) Describe coordination required. What must be done and where.

(c) State personnel requirements. Describe nature of work, special skills required, purpose, endstate.

OPORD YY-XXX (Title- upper lower case)

(d) State equipment requirements. State what, where, when, why.

(e) State facility requirements. State what, when, why.

(2) FCoE Coordinating & Special Staff, and HQ Det

(3) FCoE Directorates (DOTD, CDID)

(4) Commandant Offices

(5) Brigades (TRADOC, FORSCOM, RACH, DENTAC, NCOA)

(6) Garrison and Garrison Directorates

(7) Enterprise Partners (LRC, NEC, MICC, FMX)

(8) Other Units

d. Coordinating Instructions. Tasks that apply to more than one organization.

(1) Sequence of Events. Include timeline as an Annex.

(2) Timeline. Updated from WARNORD as necessary.

Event	DTG	Location
IPR #1	261000JULXX	RCR
IPR #2	171000AUGXX	RCR
IPR #3	111000SEPXX	CCR

(3) Uniform. Army Service Uniform (military) and informal for civilians.

4. Sustainment. (Resources required to sustain the operation. Consider all classes of supplies, transportation, latrine support, personnel rotations, medical, etc.).

OPORD YY-XXX (Title- upper lower case)

5. Command and Signal.

a. Lead Organization:

b. Event POC is name at 442-XXXX, web address.

c. Direct liaison authorized (DIRLAUTH) between all subordinate units, staff directorates, and supporting organizations/agencies for synchronizing minor changes to coordinating instructions and tasks within USAFCoEFS. Staff support POC is CPT John Doe, at 580-558-0205, john.doe.mil@mail.mil.

ACKNOWLEDGE:

CG LAST NAME
MG

OFFICIAL:

G-3/5/7 Last Name
G-3/5/7

ANNEXES:

**Appendix G
Long-Range Coordination Working Group**

1. The G5 plans and executes a quarterly Long-Range Coordination Working Group (LRCWG) to maintain the long-range calendar and deconflict operations early. Organizations are responsible for providing input (best data available) prior to the LRCWG. The fundamental input is dates, title, and resources required. The resource requirements are the most important part of the input. Units must take the time to analyze the operation, event or activity and provide the most accurate resource requirements with knowledge and experience available.
2. The primary time period of review – to populate events and capture resource requirements – is one year beyond the date of the LRCWG.
3. Organizations add key details to the long-range calendar during subsequent LRCWG and the G33 Synch meetings.
4. Organizations required to participate in the LRCWG are:
 - a. Commandant offices: ADA, FA
 - b. Directorates – DOTD, CDID
 - c. Garrison – DPTMS, DFMWR, PAIO
 - d. Brigades – 30th, 31st, 75th, 428th, 434th
 - e. Marine Detachment
 - f. RACH
 - g. National Guard
 - h. NCO Academy
 - i. Staff – G1/G4, G33, G5, G6, G8/DRM, STRATCOM, Museum
5. The following defines the types of events units can/should nominate as entries on the long-range calendar.
 - a. Major Fort Sill activities/events (examples: Fires Conference, 4th of July Concert, CTLT Support, Post Clean-Up, Emergency Management Exercises, etc.).
 - b. Events that require Command Group or Commandant involvement (examples: St. Barbara's Day celebration, SATB, Armed Forces Day Parade).

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c. Brigade- and Battalion-level events, deployments, or multi-unit support (examples: Operation Daring Warrior, Holiday Block Leave, deployment training and rehearsals).

d. Events that engage prominent constituents (example: Leadership Oklahoma, Congressional Visits).

e. Events/conferences that enable the Fires Center to develop, coordinate, and synchronize the Fires Force (example: Fires Seminar, AUSA Symposium).

f. Events that influence Fires Center resource streams (example: Fires Center Mid-Year Review, POM preparation).

g. Events the Fires Center hosts on behalf of another organization (example: Profession of Arms Seminar).

h. Major construction projects that affect mission functions (example: renovation of Snow Hall).

**Appendix H
G33 Synch Meeting**

1. The G33 hosts a weekly synchronization meeting with operations representatives from Fires Center organizations who can speak on behalf of the commander. This is a Fires Center battle rhythm event.
2. The purpose of the meeting is to coordinate, resolve, or deconflict details of operations, events or activities in weeks T-6 to T+2. Organizations brief updates, conflicts, and issues. The G33 provides guidance on behalf of the CG and discusses taskings, OPORDs, and visits. The G5 briefs upcoming events that give organizations awareness of forthcoming operations.
3. Organizations required to attend are:
 - a. G33 – Operations, FSOC, Anti-Terrorism, Taskings, Calendar
 - b. Commandants – ADA, FA
 - c. Directorates – DOTD, CDID
 - d. Garrison – HQ; DPTMS Ops and Plans, Training, and Range Ops; DES, DFMWR
 - e. Brigades – 30th, 31st, 75th, 428th, 434th
 - f. Marine Detachment
 - g. NCO Academy
 - h. Graham Resiliency Training Center
 - i. 902d Military Intelligence
 - j. G5
 - k. STRATCOM
 - l. Protocol
 - m. G8/DRM
 - n. RACH

Appendix I
Exception to Policy Memorandum
To Schedule Training and Request Resources (Manpower and Equipment)
Inside 13-Weeks

Office Symbol

Date

MEMORANDUM FOR Commanding General, US Army Fires Center, Fort Sill, OK
73507

Subject: Exception to Policy – Schedule Training Inside the 13-Weeks

1. The purpose of this memorandum is to gain approval to plan and execute an operation on [date], which is inside 13-weeks. This operation requires USAFCoEFS units to provide resources.
2. These resources are required in order to [justification].
3. The reason this request is late is [reason].
4. Other events occurring on [date] that will compete with this operation include: list other events.
5. The POC for this action is [Action Officer] at 442-XXXX, email john.d.doe.mil@mail.mil

CDR/DIR Signature Block

APPROVED / DISAPPROVED

_____ Initials



PAUL S. HOSSENLOPP
COL, GS
Chief of Staff

JAMES A. MILLER
Director of Human
Resources

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